

International Business Case Japan

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The Japanese global ICT company

Established:	June 1935
Headquarters:	Tokyo, Japan
President:	Masami Yamamoto
Operations:	70 countries
Employees:	172,000
Stock exchanges:	Tokyo, London, Frankfurt, Zurich
Net sales FY10:	55 US\$ B*
R&D spend:	2.5 US\$ B

Note: US\$1 = 93 yen, closing rate on March 31, 2011.
* Excludes intersegment sales of US\$3.3 billion

Sustainable heritage Kawasaki

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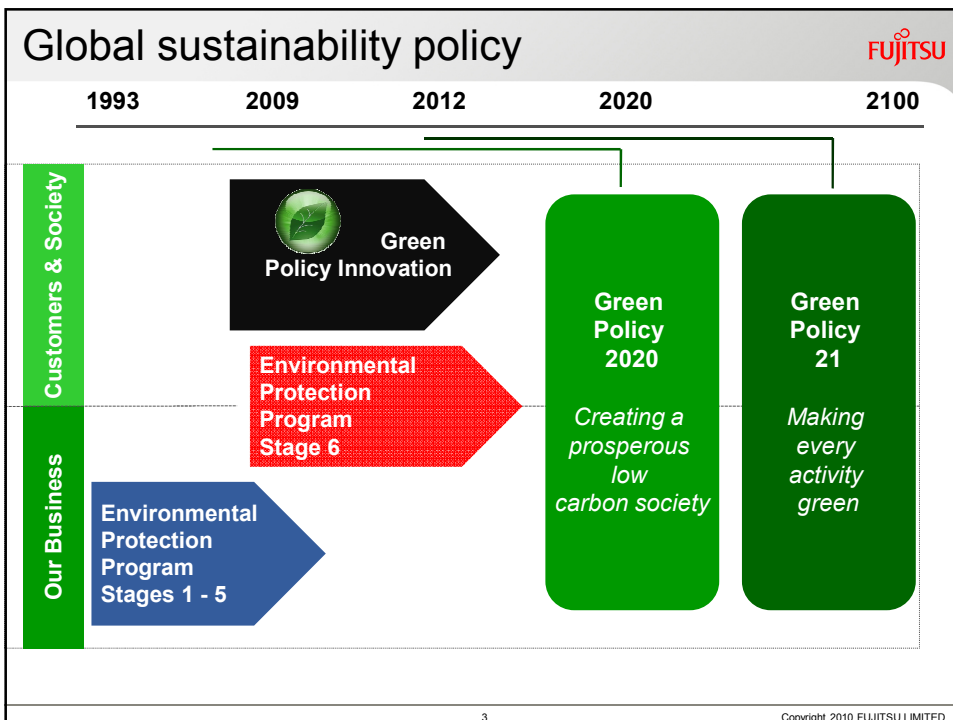


Kawasaki Factory when founded in 1938

Kawasaki Factory in 2009


自然と共生すること
“Living in harmony with nature”

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Green policy innovation

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BY IT
An enabler for business solutions which drive down emissions through greater efficiency or through innovation


OF IT
Reducing the environmental footprint of products and services delivered

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Key Japanese climate change policy drivers

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- 25% reduction in emissions by 2020, based on 1990 levels
- Domestic energy related emissions will be reduced by 30% or more by 2030
- Together realise economic growth and environmental improvement and be the world leader in addressing climate change

Energy policy for the future

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- The Great East Japan Earthquake and the accident at the Fukushima Dai-ichi Nuclear Power Station have had a severe impact on people's lives and industrial activities in Japan
- Formal review commenced
 - Energy policy conducive to the revival of the Japanese economy
 - Directions of future nuclear policy in light of the accident
 - Reform of energy supply system (electricity, oil, gas, and renewable energy) - the industry, market and regulations
 - Medium to long-term energy supply structure
 - Energy conservation and electricity saving suited to new lifestyles



Additional key policy areas

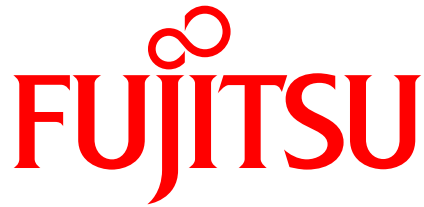
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- Renewable Energy
 - subsidies, tariffs, tax incentives
- Gas – advanced utilization
- Chemical Management
- Reduction by forest management
- Recycling & waste
- Natural resources and forest management
- Emissions trading – in discussion, 3 voluntary schemes in place
- Smart Community – Introduction of smart grids, smart transport, House (HEMS) Buildings (BEMS) Energy efficient electronics and data centre



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